



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: Clerk-Recorder,
Assessor, Elections and
County Executive
Office
Department No.: 062 and 012
For Agenda Of: June 25, 2024
Placement: Departmental
Estimated Time: 30 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) **FROM:** Department Director(s)
Mona Miyasato, County Executive Officer
Joe E. Holland, County Clerk-Recorder, Assessor, and Registrar of Voters
Contact Info: Steven Yee, Senior Fiscal & Policy Analyst

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SUBJECT: KPMG Operational Performance Review – Santa Barbara County Clerk-Recorder, Assessor, and Elections Office

County Counsel Concurrence

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Other Concurrence:

As to form: N/A

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG’s Operational and Performance Review of the Santa Barbara County Clerk-Recorder, Assessor, and Elections Office;
- b) Provide direction as appropriate; and
- c) Find that the proposed actions do not constitute a “Project” within the meaning of the California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making.

Summary:

The Santa Barbara County Clerk-Recorder, Assessor, and Elections Office is the seventeenth County agency review completed by KPMG. The purpose of this review is to provide a high-level assessment of the Office, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The focus is to improve the overall operational efficiency, effectiveness, and service delivery provided by the Department. KPMG’s report, entitled “Improving Performance to Better Serve

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our County Residents: Countywide Operational Performance Review – Santa Barbara Clerk-Recorder, Assessor, and Elections Department” is attached. The Department’s response and implementation timeframe is also attached.

Overview of the Department:

The Clerk-Recorder, Assessor, and Elections Office mission is to honor the public’s trust by assuring honest and open elections; recording, maintaining, and preserving property and vital records; setting fair and impartial values for tax purposes; and providing courteous and professional service at a reasonable cost. The department is comprised of 109 full-time equivalent (FTE) positions housed within its four divisions of Administration and Support, Clerk-Recorder, Assessor, and Elections. The department’s adopted Fiscal Year (FY) 2023-24 operating budget of \$21.7 million represents approximately 1.5% of the County’s total adopted operating budget.

Overview of the KPMG Recommendations:

In brief, the KPMG report identifies nine recommendations. The recommendations are divided into three categories: 1) Clerk-Recorder; 2) Assessor; and 3) Elections. These recommendations are summarized below, and are discussed more fully in the attached response and implementation table.

Clerk-Recorder

1.1: Continue to pursue opportunities for transition toward digital vital record copies to reduce reliance on paper confirmation, reduce risk, and reduce time needed to confirm records.

Assessor

- 2.1: Enhance staff productivity tracking processes to improve consistency in evaluating staff performance and support proactive identification of process inefficiencies.
- 2.2: Expand the utilization of dashboarding to enhance data-sharing mechanisms and reduce data fragmentation both internally and cross-departmentally.
- 2.3: Enhance processes to communicate promotion requirements to staff to increase awareness and application.

Elections

- 3.1: Consider implementing a new logistics management system to improve processes and ease workload across the Elections Office.
- 3.2: Consider alternate approaches for elections equipment transportation to support the timely distribution of elections equipment.
- 3.3: Collaborate with the CEO Office and other complementary County departments to consider alternate storage options for elections equipment.
- 3.4: Explore additional channels for recruiting temporary staff to increase labor pools and continue to attract candidates with highly transferable skill sets.
- 3.5: Perform a fee study to identify an optimal billing methodology, reimbursement rate(s), and supporting weight factors that align to election cycle cost.

The Department agrees with a majority of these recommendations. As detailed in the Department Response and Implementation Plan included as Attachment B, some of the recommended changes have already been implemented, are currently underway, or are planned to be implemented in FY 2024-25.

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Background:

The County contracted with KPMG in May 2019, following a competitive process, to conduct reviews of departmental operations. To date, seventeen department reviews have been completed. KPMG reviews are designed to provide a high-level assessment of departments, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The County Executive Office works collaboratively with departments to review and monitor the implementation of KPMG's recommendations.

Performance Measure: Performance measures will be developed in conjunction with the report recommendations and included in future budget development to track progress and cost/benefit of the operational performance reviews.

Fiscal and Facilities Impacts:

Many of the recommendations provided by KPMG will not require additional resources or budget and, if implemented, will likely result in efficiencies of cost, time savings or improved outcomes. Other areas of improvement may require additional resources and those recommendations will be evaluated through the annual budget process.

Attachments:

- A) KPMG report: Improving Performance to Better Serve our County Residents: County-wide Operational Performance Review – Santa Barbara County Clerk-Recorder, Assessor, and Elections Department.
- B) Santa Barbara County Clerk-Recorder, Assessor, and Elections Office Response and Implementation Plan. ____

Authored by: Steven Yee, Senior Fiscal & Policy Analyst